Suffolk University Academic Catalog, School of Management—supplement, 1981-1982

Suffolk University

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A NEW HOME FOR THE SCHOOL OF MANAGEMENT
The School of Management faculty and administrative offices are now located at 8 Ashburton Place (formerly located at 47 Mt. Vernon Street). Offices for administration and faculty, as well as classrooms, are housed on the 5th and 6th floors of the Ashburton Building.

Administrative offices formerly located at 100 Charles River Plaza, the College Library, classrooms, and four academic departments of the College of Liberal Arts and Sciences, and a cafeteria will also be located at 8 Ashburton Place.

ACADEMIC REQUIREMENTS
Changes in Requirements

Due to continued development of the University, frequent revision of curricula is required. In every new bulletin some improvements are indicated. When no hardship is imposed on the student because of changes, and when the facilities of the school permit, the student is expected to meet the requirements of the latest bulletin. If the student is unsure of requirements in specific instances, he or she should contact the appropriate office (or Dean's Office) for a determination of whether the current bulletin or the bulletin of the year in which he or she entered is binding.

ADMISSIONS
Secondary School Standards

Suffolk University supports the efforts of secondary school officials and governing bodies to have their schools achieve and maintain regional accredited status to provide reliable assurance of the quality of the educational preparation of its applicants for admission.
**Finances and Student Aid**

**TUITION**

Tuition charges are based on (1) the number of courses carried and on (2) whether the student is an undergraduate or graduate student. A full-time course load consists of either four or five courses or 12-17 semester hours of credit per term.

<table>
<thead>
<tr>
<th>Full-Time Course Load (12-17 semester hours per term)</th>
<th>Excess Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate courses</td>
<td></td>
</tr>
<tr>
<td>$3,210 per year</td>
<td>$107 per semester hour</td>
</tr>
<tr>
<td>$1,605 per semester</td>
<td></td>
</tr>
<tr>
<td>Graduate courses</td>
<td></td>
</tr>
<tr>
<td>$3,690 per year</td>
<td>$123 per semester hour</td>
</tr>
<tr>
<td>$1,845 per semester</td>
<td></td>
</tr>
</tbody>
</table>

**Part-Time** (1 to 3 courses per term — 11 semester hours maximum).

<table>
<thead>
<tr>
<th>Extension and Summer Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate courses</td>
</tr>
<tr>
<td>$291 per 3 semester hour course</td>
</tr>
<tr>
<td>$ 97 per semester hour</td>
</tr>
<tr>
<td>Graduate courses</td>
</tr>
<tr>
<td>$369 per 3 semester hour course</td>
</tr>
<tr>
<td>$123 per semester hour</td>
</tr>
<tr>
<td>Executive MBA and MPA</td>
</tr>
<tr>
<td>$469 per 3 semester hour course</td>
</tr>
</tbody>
</table>

Checks should be made payable to Suffolk University.
Tuition charges are subject to change by action of the Board of Trustees. Any such change may be made applicable to students already enrolled in the University.

All summer session students who take one course will pay their tuition in full, plus fees if any, at the time of registration.

**Tuition Liability** — Students who are obliged to withdraw from the university or to drop courses before the end of the fourth week of the fall or spring terms will, on the recommendation of the Dean of Students and approval of the Manager of Student Accounts receive a reduction of their tuition liability according to the following schedules:

*Undergraduate and Graduate Programs (excluding Executive MBA)*

<table>
<thead>
<tr>
<th>Withdrawal Notice or Drop Form filed</th>
<th>Student is liable for:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to start of classes</td>
<td>0%</td>
</tr>
<tr>
<td>Within two weeks from start of classes</td>
<td>20%</td>
</tr>
<tr>
<td>Within three weeks from start of classes</td>
<td>50%</td>
</tr>
<tr>
<td>Within four weeks from start of classes</td>
<td>75%</td>
</tr>
<tr>
<td>After four weeks from start of classes</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Executive MBA Program*

<table>
<thead>
<tr>
<th>Withdrawal Notice or Drop Form filed</th>
<th>Student is liable for:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to start of classes</td>
<td>0%</td>
</tr>
<tr>
<td>Within two weeks from start of classes</td>
<td>50%</td>
</tr>
</tbody>
</table>

All adjustments in the student's tuition liability will be based on the date on which the Withdrawal Form or Drop Form is received by the Accounting Office. Non-attendance does not constitute official withdrawal. The Summer Session Tuition Liability is published separately.

The tuition deposit of entering full-time students is non-refundable.

**Financial Aid**

At the time of publication, federal legislation was pending that could result in significant changes for 1981-1982 to the provisions and regulations of certain financial aid programs outlined herein. Contact the Office of Financial Aid for further information.

**FEES**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (Non-refundable)</td>
<td>$15</td>
</tr>
<tr>
<td>Tuition Deposit (Full-time applicants only. Non-refundable)</td>
<td>$100</td>
</tr>
<tr>
<td>Deferred Tuition (Service charge for installment payments)</td>
<td>$10</td>
</tr>
<tr>
<td>Student Activities Fee (Full-time Undergraduate)</td>
<td>$45</td>
</tr>
<tr>
<td>Student Activities Fee (Full-time Graduate — except MBA)</td>
<td>$10</td>
</tr>
</tbody>
</table>
Student Activities Fee (Part-time Undergraduate and Graduate — except MBA) 10
Student Activities Fee (All MBA) 20
Late Registration 25
Laboratory (per semester for each laboratory course) 30
Change of Course (charged after second week) 10
SCUBA (per course involving SCUBA) 40
Make-up Examination (per examination) —
   petition Dean of Students 10
Laboratory (for computer course) 30
Transcripts (first copy free, $1 per second copy, and $.50 per additional copy made at the same time) 1
Petition for Readmission (students dropped for academic and other reasons) 15
Graduation Fee — June graduation and commencement 25
   January and September graduation 8

Special fees are assessed for courses involving travel, theatre tickets, and similar expenses.

It can be assumed that during your years of attendance, with continued inflation and its effect on the cost of education, tuition will probably rise each year.

DEFERRED TUITION PAYMENT

While the tuition and fees for each semester are due at the time of registration, students who find it necessary may arrange for a deferred tuition payment plan. It must be clearly understood, however, that each student who registers is obligated for the tuition charges of the full semester, even though in approved emergencies the student’s tuition liability may be reduced. There are two payment plans available:

Plan 1: One payment of all charges (for full semester) before registration for each semester. Students carrying only one course must use this plan.

Plan 2: Two payments — one half before registration; one half in sixty days. Open only to students carrying two or more courses.

A service charge of $10.00 per semester is added to the tuition bill under Plan 2. A late payment fee of $10 is assessed for late payment of tuition.

No other provision is made for installment payment, whether monthly, quarterly, or otherwise, directly with the College. Parents or students who wish to make such arrangements should do so with a bank or other commercial firm that handles such financing.
Throughout the history of Suffolk University, it has been general policy to encourage and foster education for students of limited means. Commitment to this goal of keeping higher education affordable is apparent in the University's policy of maintaining tuition costs substantially below those of other private institutions of higher learning in the Boston area. Even so, university study represents a significant financial burden for many families. Several financial aid programs have been established to help alleviate this burden.

There are four main sources of financial aid: the federal government, the state government, the university, and private sources. Federal programs include grants, low interest loans, and a work-study program. The Commonwealth of Massachusetts awards grants to full-time undergraduate state residents who demonstrate financial need. The university and private agencies/organizations award scholarships and grants to needy students.

Financial awards are made to assist students in financing the cost of education when their personal and family resources are not sufficient. The difference between the total cost of education and the total possible family contribution is expressed as the financial need. In general, higher family incomes require greater expected contributions to university costs. Particular family circumstances and student summer and/or part-time earnings also have a bearing on financial need. As a member of the National College Scholarship Service (CSS), Suffolk University adheres to the principle that the total amount of financial assistance shall not exceed the student's demonstrated financial need.

Any undergraduate or graduate student enrolled in a degree program of at least six semester hours of credit may apply for financial aid consideration. Most awards are limited to students enrolled full-time. A student must also be in good academic standing and must be a citizen or national of the United States. All undergraduate aid applicants are expected to file Basic Educational Opportunity (PELL) Grant and state scholarship applications.

Financial aid awards usually are granted for an academic year of study, September through May. One-half of the amount of aid granted will be credited to the student's tuition account in the fall semester and one-half in the spring semester. Awards are usually offered as a "package," i.e., some combination of the three kinds of aid (grants, loans, and employment).
LOANS

Guaranteed Student Loan Program
The Guaranteed Student Loan Program (GSLP) enables students to borrow from commercial lenders in order to finance their educational expenses. While the majority of these loans are made by banks and other financial institutions, they are guaranteed by a state agency and insured by the federal government.

Academic year limits and total aggregate limits are established as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Annual Loan Limits</th>
<th>Aggregate Loan Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate/dependent</td>
<td>$2500</td>
<td>$12,500</td>
</tr>
<tr>
<td>Undergraduate/independent</td>
<td>3000</td>
<td>15,000</td>
</tr>
<tr>
<td>Graduate</td>
<td>5000</td>
<td>25,000</td>
</tr>
</tbody>
</table>

The aggregate amount for graduate students includes loans obtained at the undergraduate level.

Effective with the passage of the Higher Education Amendment Act of 1980, the interest rate has been raised from 7 percent to 9 percent for any new student borrower who obtains a loan under this program for a period of instruction beginning after January 1, 1981. A new borrower is a student who does not have an outstanding GSLP loan on the date the promissory note is signed. Students whose loans carry a 9 percent interest rate will be granted a 6 month grace period; that is, loan repayment does not begin until 6 months after graduation, after withdrawal, or after attendance status becomes less than half-time.

The interest rate will remain at 7 percent on loans made to student borrowers with outstanding GSLP loans. Loans borrowed under the 7 percent interest rate continue to carry the 9 month grace period.

Deferment of repayment of principal is allowed during any period in which the borrower is pursuing a full-time course of study and up to three years in which the borrower is a member on active duty in the Armed Forces of the United States or a volunteer under the Peace Corps Act. While the borrower is in school, in grace period, or in deferment status, the interest is paid by the federal government.

Prior to completion of the bank loan application, the student applicant must have a Suffolk University Loan application and financial aid transcript(s) from previous institutions on file.
Parent Loans for Undergraduate Students (PLUS)
This federal loan program was established on January 1, 1981 for parents of undergraduate dependent students. The maximum amount a parent may borrow for any one student in any academic year is $3000 at 9 percent interest. The aggregate loan amount for each dependent student is $15,000. Repayment is required to begin within 60 days after disbursement, and there is no in-school federal interest subsidy on these loans.

Parents may obtain application forms at any bank or financial institution that participates in this program. General application procedures are the same as those outlined under the Guaranteed Student Loan Program.

National Direct Student Loan Program (NDSL)
The National Direct Student Loan (NDSL) Program is directly administered and awarded by the Office of Financial Aid as part of the Federal Campus-Based Aid Programs. Generally an NDSL loan is awarded to a student as part of a total aid package.

With the changes in the Higher Education Amendment Act of 1980, there are now various categories of NDSL loans based on the date of the promissory note:

Prior to October 1, 1980 — 3% interest and 9 months grace period
October 1, 1980 to June 30, 1981 — Any and all loans negotiated within this period are still set at the 3 percent interest rate, however the grace period is for only 6 months.
July 1, 1981 and after — After this date, all loans will be at 4 percent interest and 6 months grace period.

No interest is charged for these loans until repayment begins. Repayment (schedules are set by the Accounting Office) is required to begin 6 or 9 months after a student ceases to be at least a half-time student due to graduation, withdrawal, or less than half-time attendance.

These loans are need-based and cannot exceed the following limits:
Undergraduate — Combined total of not more than $3000 during the first two years of study and not more than $6000 during undergraduate career.
Graduate — Combined total of not more than $12,000 for undergraduate and graduate studies

Cancellation of an NDSL loan is allowed under certain conditions, i.e., teaching of emotionally, economically, and mentally handicapped students; death; or permanent total disability.
SCHOLARSHIPS/GRANTS

Pell Grant (formerly Basic Educational Opportunity Grant — BEOG)
This federal grant, renamed PELL Grant after Senator Claiborne Pell, is designed to assist undergraduate students. Awards range from $200 to $1900. The actual amount a student receives depends on the financial information reported on his/her application and 1) full-time or part-time status, 2) length of enrollment during the academic year, and 3) the cost of education. A student applies for this grant by completing the Financial Aid Form (FAF) of the College Scholarship Service and by checking Box 1 in item #43 on this same form. Four to six weeks after the student submits the application, he/she will receive direct notification from the Basic Grant Program Office. The Student Eligibility Report (SER) will indicate whether or not the student qualifies and will estimate the award amount.

Massachusetts State Scholarship Program
Full-time undergraduate students who are legal residents of the Commonwealth of Massachusetts are eligible for Massachusetts State Scholarship consideration. This scholarship is awarded directly to students by the Massachusetts State Scholarship Office. State Grants range to $900 depending on the student's financial need.

The application procedure consists of completion of the Financial Aid Form (FAF). The applicant should list this state scholarship program on line #42. The Massachusetts State Scholarship Program code is #0558. New applicants must file the FAF by March 1 of the preceding academic year. Renewal applicants must file their applications by April 1.

Other Scholarships/Grants
Other major scholarship/grant programs include the Supplemental Educational Opportunity Grant (SEOG), Matching State Grant, and the Trustee Scholarship (Suffolk University).

EMPLOYMENT

College Work Study Program (CWSP)
The College Work Study Program (CWSP) provides student employment opportunities either on the university campus or with various non-profit off-campus organizations/agencies. Some of these job opportunities provide work experience related to the student's educational objective. The earnings from the work position are intended to defray direct and indirect educational expenses.

College Work Study funds are available to undergraduate and graduate students in good academic standing who have demonstrated financial need. Students interested in employment through CWSP are required to submit an application for financial aid.
STUDENT EXPENSE BUDGET
FOR 1981-82

Dependent Full-Time Students:

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Gradate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$3,210</td>
<td>$3,690</td>
</tr>
<tr>
<td>Fees</td>
<td>45</td>
<td>10</td>
</tr>
<tr>
<td>Room and Board</td>
<td>1,865</td>
<td>1,865</td>
</tr>
<tr>
<td>Books/Supplies</td>
<td>300</td>
<td>300</td>
</tr>
<tr>
<td>Medical</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Clothing and Personal</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>Transportation</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$6,720</strong></td>
<td><strong>$7,165</strong></td>
</tr>
</tbody>
</table>

(These estimates are subject to change)

Confidentiality

All information provided to the Office of Financial Aid is regarded as confidential and cannot be released without the expressed written consent of the student applicant.

Location

The Office of Financial Aid is located on the 8th floor of the Ashburton Street Building. The telephone number is 723-4700 X361 or 362.

Hours

8:45 a.m. to 4:45 p.m. — Monday through Friday
General information and questions are handled on a walk-in basis by the Office of Financial Aid staff. Appointments with specific administrators are available on request.

Deadlines

March 1 — Application for student financial assistance must be submitted to the Office of Financial Aid. A complete application includes the filing of the Financial Aid Form (FAF) of the College Scholarship Service, Suffolk University Aid Application, and official statements of income (i.e., tax return copy).

November 13 — Spring review and January transfer applications are due.

April 15 — Summer application and other supporting documents are due.
Academic Regulations
Update

Auditing — Students who wish to audit a course must obtain the permission of the instructor, list the course on their program at registration time, and mark "audit" beside it. The decision to audit must be made at the start of the course. Students are not permitted to take a course without officially registering for credit or audit. No credit or honor points are awarded for audited courses. The tuition for auditing is the same for taking a course for credit.

Change of Major — Students changing their major within the School of Management must: 1) complete a "Request for Advisor" form available from the receptionist at the School of Management and 2) complete a "Change of Major" form which is available at the Registrar’s Office. Students who desire to change from the College of Liberal Arts and Sciences to the School of Management must first be admitted to the School of Management by the Admissions Office. After approval from the Dean’s Office (School of Management), Steps 1 and 2 are to be followed.

Receipt of an F Grade (undergraduate & graduate) — Action taken: Warning, with note that the course must be retaken. However, the F grade remains in the cumulative average even if the course is retaken.

Corrections — (See Page 43 of 1980-82 School of Management Bulletin) "A", "A−", "B+", and "B" are honor grades not "B−".

Leave of Absence
A leave of absence from the School of Management may be granted for up to one year to a student in good academic standing (not subject to academic probation or dismissal). A student applying for a leave of absence must give a definite date for reregistration and must reregister within one year of the date of leaving the School. Due to the time restriction on obtaining a degree, only one leave of absence can be granted. Students on leave will be required to meet the degree requirements under which they were admitted. A leave of absence is granted through the Dean of Student’s Office.

A student not returning for reregistration at the specified semester will be classified as an official withdrawal and must apply for readmission to the School of Management through the Admissions Office.
Registration materials can be forwarded to the student upon request by contacting the Registrar's Office in writing (by April 1 for the fall term, by November 1 for the spring term, or by March 1 for the summer term). The address is: Registrar, Suffolk University, Beacon Hill, Boston, MA 02114. After these dates, a student will be considered a late registrant and may register as such at the times announced in the Bulletin.

STUDENT ACTIVITIES

New Student Organizations
Chess and Game Club
Committee Against Political Injustice
Humanities
Ski Club
Soccer Club

Undergraduate Degree Programs

Bachelor of Science in Business Administration
Bachelor of Science in Public Administration*

The School of Management offers a choice of five majors to its full- and part-time students: Accounting, Finance, Management, Marketing, and Computer Information Systems.

*Courses required for the Bachelor of Science in Public Administration degree are being offered in the School of Management for those students continuing and completing the program. However, no new students are being admitted to the program.

New Courses — Business Law 2.3 (Introduction to Business Law III). Introduction to Business Law including additional substantive areas of bankruptcy, property, wills, trusts and estates, suretyship and secured transactions, and legal liability of accountants and managers. Offered annually.

Changes in Descriptions and Prerequisites — Management 4.6 (Quantitative Decision Making). Prerequisite: Management 3.0, Economics 2.2 or Math 2.7.
Marketing 4.8 (Marketing Policies and Strategies). Fall sections of Marketing 4.8 are traditionally smaller than in the Spring. Marketing majors should consider taking Mkt. 4.8 in the Fall term rather than crowding into the Spring section.
Corrections — The following undergraduate Finance courses were incorrectly omitted from the 1980-82 School of Management Bulletin:


Finance 4.8 — Problems in Managerial Finance. In depth study of current finance theory and methodology applicable to the firm. Case analyses, computer simulation game, current readings. Prerequisite: Finance 3.1. 1 term – 3 semester hours. Offered annually.

Correction — REQUIRED COURSES AND ELECTIVES OFFERED BY THE COLLEGE OF LIBERAL ARTS AND SCIENCES

**Humanities/Philosophy/History Option — 6 Credits**
- Hum. 1.1-1.2  Introduction to Humanities
- Hum. 2.1-2.2  History of the Visual Arts
- Hum. 2.3-2.4  Humanities and the Individual
- Phil. 1.4-1.5  Introduction to Philosophy
- Phil. 2.1-2.2  History of Philosophy

**Foreign Language and Cultures — 6 Credits**
- French 2.1-2.2; 2.9, 2.10, 2.11, 2.12
- German 1.2-2.2
- Spanish 2.3-2.4; 2.7-2.8

**Any Two History Electives**
(Transfer students may take other appropriate course(s) in Humanities with the permission of the chairperson of that department)

Courses must be taken in two part sequence where appropriate.

**Natural Science Option — 8 Credits**
- Bio. 1.0-1.01/L1.0-1.01  Principles of Biology — Introduction to Animal Biology
- Bio. 1.0-1.02/L1.0-1.02  Principles of Biology — Introduction to Plant Biology
- Bio. 1.0-1.03/L1.0-1.02  Principles of Biology — The Living World: Man
- Chem. 1.3/L1.3-1.4/L1.4  Chemistry of the Environment
- Sci. 1.1/L1.1-1.2/L1.2  Introduction to Physical Science
- Sci. 1.5-1.6/L1.5-1.6  Astronomy — Introduction to Planetary Astronomy and Introduction to the Universe

**COOPERATIVE EDUCATION PROGRAM**

The Cooperative Education Program in the School of Management is an approach to learning that integrates career development with the education process. Students alternate semesters of full-time paid employment in their major area of study with full-time participation in their regular academic program. This balance of practical application and academic study has proven to enhance the education process and greatly benefit both students and employers.
Students are eligible for co-op assignments after two semesters of full-time study and with a grade point average of 2.5 or higher. Transfer students who enter at or above the sophomore level are eligible for the co-op program following one semester of study provided their grade point average is 2.5 or higher.

Once in the co-op program students alternate semesters of full-time work and full-time participation in classes. By making use of the summer sessions, participation in the program creates a 4½ year course of study that allows for as many as five cooperative work assignments. The CO-OP Calendar coincides with the official school calendar. The fall work assignment begins on September 1 and ends on December 31. The spring work assignment begins January 2 and ends in mid-May when final examinations have ended. The summer work term begins the day after the end of final examinations and lasts until August 31. The Co-op Office will be open during regular university work hours to answer questions or to take applications from students unable to attend orientation. At the beginning of each semester the OFFICE OF COOPERATIVE EDUCATION will conduct an orientation for all interested students.

MILITARY SCIENCE PROGRAM
R.O.T.C.

The Military Science Program is open to all eligible students enrolled at Suffolk University. For more information refer to Page xxviii in the 1981-82 College of Liberal Arts and Sciences Bulletin Supplement.

COMPUTER INFORMATION SYSTEMS MAJOR

The School of Management is proud to announce a new undergraduate degree program in Computer Information Systems. The program will commence in the Fall of 1981. For information regarding eligibility for admissions, please contact the Admissions Office at (617) 723-4700.

The Computer Information Systems program consists of a 122 credit curriculum designed to prepare students for a variety of professional careers in business, industry, and government; and for graduate work leading to advanced degrees. The primary emphasis of the program is the application and effective use of computer-based information and decision support systems in all areas of management. Students majoring in Computer Information Systems are also exposed to a full complement of management courses.
# Major Curriculum Requirements

## COMPUTER INFORMATION SYSTEMS MAJOR

### Freshman & Sophomore Year

<table>
<thead>
<tr>
<th>Course</th>
<th>Sem. Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eng. 1.1-1.2</td>
<td>6</td>
</tr>
<tr>
<td>Math 1.51-1.52</td>
<td>6</td>
</tr>
<tr>
<td>Mgmt. 1.1&quot;</td>
<td>3</td>
</tr>
<tr>
<td>Psych. 1.1/Soc. 1.1 or Gov't. 1.1</td>
<td>3</td>
</tr>
<tr>
<td>Hum./Phil./Hist. Option</td>
<td>6</td>
</tr>
<tr>
<td>CIS 2.1</td>
<td>3</td>
</tr>
<tr>
<td>Acct. 1.1-1.2</td>
<td>6</td>
</tr>
<tr>
<td>Eng. 2.3-2.4</td>
<td>6</td>
</tr>
<tr>
<td>Econ. 1.1-1.2</td>
<td>6</td>
</tr>
<tr>
<td>B. Law 2.1</td>
<td>3</td>
</tr>
<tr>
<td>CMPSCI 1.13</td>
<td>3</td>
</tr>
<tr>
<td>Natural Science Option</td>
<td>8</td>
</tr>
<tr>
<td>Econ. 2.2 or Ma. 2.7</td>
<td>3</td>
</tr>
</tbody>
</table>

### Junior & Senior Year

<table>
<thead>
<tr>
<th>Course</th>
<th>Sem. Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acct. 2.3-2.4</td>
<td>6</td>
</tr>
<tr>
<td>Fin. 3.1</td>
<td>3</td>
</tr>
<tr>
<td>Mgmt. 3.0</td>
<td>3</td>
</tr>
<tr>
<td>Mkgt. 3.0</td>
<td>3</td>
</tr>
<tr>
<td>Mgmt. 3.6</td>
<td>3</td>
</tr>
<tr>
<td>CIS 3.1</td>
<td>3</td>
</tr>
<tr>
<td>CIS 3.2</td>
<td>3</td>
</tr>
<tr>
<td>CMPSCI 3.15</td>
<td>3</td>
</tr>
<tr>
<td>CIS 3.3</td>
<td>3</td>
</tr>
<tr>
<td>CIS 4.1</td>
<td>3</td>
</tr>
<tr>
<td>Mgmt. 4.6</td>
<td>3</td>
</tr>
<tr>
<td>Mgmt. 4.9&quot;</td>
<td>3</td>
</tr>
<tr>
<td>Econ. 3.3</td>
<td>3</td>
</tr>
<tr>
<td>Gov't. 4.8</td>
<td>3</td>
</tr>
<tr>
<td>Business Elective</td>
<td>3</td>
</tr>
<tr>
<td>CIS Elective*&quot;</td>
<td>3</td>
</tr>
<tr>
<td>Free Elective</td>
<td>6</td>
</tr>
<tr>
<td>Liberal Arts Elective</td>
<td>3</td>
</tr>
</tbody>
</table>

*Transfer students with business courses may substitute a business elective.*

**Should be taken final term.

***Must be fulfilled by 3-level or higher level computer courses offered by either SOM or CLAS, with prior approval of major advisor.

### Required Courses: (7)

<table>
<thead>
<tr>
<th>Course</th>
<th>Sem. Hrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Data Processing</td>
<td>CIS 2.1</td>
</tr>
<tr>
<td>Introduction to Computer Programming</td>
<td>CMPSCI 1.13</td>
</tr>
<tr>
<td>Business Programming with COBOL</td>
<td>CIS 3.1</td>
</tr>
<tr>
<td>Advanced Business Programming with COBOL</td>
<td>CIS 3.2</td>
</tr>
<tr>
<td>Data Structures</td>
<td>CMPSCI 3.15</td>
</tr>
<tr>
<td>Systems Analysis and Design</td>
<td>CIS 3.3</td>
</tr>
<tr>
<td>Management Information Systems</td>
<td>CIS 4.1</td>
</tr>
</tbody>
</table>
Elective Courses: (1 - 3)

Information Systems Consulting Project           CIS 4.2   3
Comparative Programming Languages                CMPSCI 3.23  3
Packaged Software Products                       CIS 4.3   3
Computational Statistics                          CMPSCI 1.25  3
Computer Auditing and Control                    CIS 4.4   3
Directed Study in Computer Systems               CIS 4.5   3
Computer Simulation and Modeling                 CIS 4.7   3
Systems Programming                               CMPSCI 4.21  3
Data Base Management Systems                     CIS 4.8   3
Special Topics in Computer Systems               CIS 4.8   3

The above CIS Electives may also be used to complete the Business Elective courses.
CIS Courses are taken in the School of Management.
CMPSCI Courses are taken in the College of Liberal Arts and Sciences.

Computer Information Systems Courses

C.I.S. 2.1 — Introduction to Data Processing. History and fundamentals of computerized data processing, including logical organization of computer systems, mini-computers, microcomputers, data communications, batch processing, and time-sharing. Data base management systems, security, and privacy issues. Use of the BASIC language on the Suffolk time-sharing computer system. Offered each semester.

C.I.S. 2.2 — Introduction to Computer Programming. Problem solving with the BASIC programming language. Special emphasis on business applications. Topics include problem specification, algorithm formation, logic diagrams, decision tables, subprograms, arrays & matrices, string manipulation, files, output formats, debugging. Extensive use of the Suffolk time-sharing computer system. For non-CIS majors only. CIS majors take CMPSCI 1.13.

C.I.S. 3.1 — Business Programming with COBOL. An introductory treatment of the COBOL programming language emphasizing simple business applications. Identification Division, Environment Division, Data Division, Procedure Division. Introduction to the techniques of structure programming in COBOL. Sequential File Processing. Prerequisite: C.I.S. 2.1 or equivalent.

C.I.S. 3.2 — Advanced Business Programming with COBOL. More advanced features of the COBOL programming language. Table handling, report writer feature, sort feature, direct access file processing. Prerequisite: C.I.S. 3.1.

C.I.S. 3.3 — Systems Analysis and Design. Analysis and design of computer based business systems. The software life cycle, hardware selection, systems requirements, feasibility, analysis, system specification and design, reports and forms design, coding, testing, debugging, and maintenance. Performance specification. "User-friendly" systems. Special considerations in the design of on-line, data base, data communications, networked and distributed data processing systems. "Office-of-the-future" and local networks. Prerequisite: C.I.S. 2.1 or equivalent.

C.I.S. 4.1 — Management Information Systems. A final course in Computer Information Systems emphasizing philosophies, concepts, approaches, and practices common to the development and implementation of management information systems (MIS). Pertinent MIS concepts and issues are studied through readings, cases, and projects, with emphasis on integration of computer supported systems into the management division structure. Prerequisite: C.I.S. 3.3.
C.I.S. 4.2 — Information Systems Consulting Project. The student seeks out a project, on or off campus, and performs systems analysis, design, implementation testing, debugging, and documentation in the capacity of a professional consultant under faculty supervision. Prerequisite: C.I.S. 3.3.

C.I.S. 4.3 — Packaged Software Products. A presentation of widely used software packages available in the marketplace. Examines the procedures and the benefits and disadvantages of purchasing instead of developing software. Prerequisite: C.I.S. 2.1 or equivalent.

C.I.S. 4.4 — Computer Auditing and Control. Discusses issues of security, privacy, reliability, integrity, and control in data processing systems. Prerequisite: C.I.S. 3.3.

C.I.S. 4.5 — Directed Study in Computer Systems.

C.I.S. 4.7 — Computer Simulation and Modeling. Development of organizational models and simulations using special purpose simulation languages and conventional procedure oriented languages. Prerequisite: C.I.S. 2.1 and knowledge of one programming language.

C.I.S. 4.8 — Data Base Management Systems. Presents the design and implementation of hierarchical, network, and relational data bases. Consider query languages, data dictionaries, logical organization versus physical organization. Prerequisite: CMPSCI 3.15.

C.I.S. 4.6 — Special Topics in Computer Systems. Prerequisite: C.I.S. 3.3.

C.I.S. majors take the required courses and electives listed below in the College of Liberal Arts and Sciences:

Computer Science 1.13 — Introduction to Computer Programming. This, together with Computer Science 1.14, forms the fundamental course designed to provide the necessary background for an understanding of computers and computer languages. The first semester is an introduction to computer programming in the BASIC language using principles of structured programming. Topics include computer architecture, algorithms, processing of numerical and string data, formatting of output, use of subprograms. 1 term – 3 semester hours. Prerequisite: None. Normally offered each year.

Computer Science 1.25 — Computational Statistics. In this course the student learns to use one of the large statistical languages such as SPSS. The course includes discussion of various topics in theoretical statistics and deals with interpretation of the meaning and significance of statistical calculations performed in the chosen language. Homework assignments will involve hand calculations as well as programs. In addition to understanding theory, the student will have extensive experience in using the chosen language as a problem solving tool. 1 term – 3 semester hours. Prerequisites: Computer Science 1.13 (or consent of instructor), Math 2.7 (or consent of instructor).

Computer Science 3.15 — Data Structures. Topics include sequential files, pointers, stacks, queues, recursion, and recursive data types, linked lists, trees, graphs, sorting, searching, parsing, and applications to information retrieval, file management, and string processing. A structured higher level language such as Pascal will be used. 1 term – 3 semester hours. Prerequisite: Computer Science 1.14 or C.I.S. 3.1.
Computer Science 4.21 — Systems Programming. The study of computer operating sys­
tems (monitors) will consider memory management and allocation, program segmenta­
tion, linking, processor management, and I/O scheduling. Attention will also be given to 
external file organization, multiprocessing, foreground, and background operations, and 
parallel processing. 1 term – 3 semester hours. Prerequisite: Computer Science 2.11, 3.16, 
and consent of instructor.

With reference to former descriptions in School of Management Bulle­
tins, the following changes have been made:

Computer Science 2.1 (Comp.Sci. 2.1) — Introduction to Data Processing is now Computer
Information Systems 2.1 (C.I.S. 2.1). (See New Description.)

Computer Science 2.2 (Comp.Sci. 2.2) — Introduction to Computer Programming is now
Computer Information Systems 2.2 (C.I.S. 2.2).

Computer Science 2.3 (Comp.Sci. 2.3) — COBOL is now Computer Information Systems
(C.I.S. 3.1) — Business Programming with COBOL.

Correction: Page 64, under Elective Course listing, 1980-82 School of
Management Bulletin — COBOL was incorrectly listed as C.Sci. 4.3.

Master in Business Administration
Program

The M.B.A. curriculum is divided into a lower level course component 
and upper level course component. The lower level courses may be 
waived if satisfactorily completed in the undergraduate program of an 
accredited institution, or through satisfactory performance on a CLEP 
Examination in the subject matter. Credit is not granted for work ex­
perience. All lower and upper level MBA courses are open to matricu­
lated students only. Full-time students are expected to enroll in day 
courses when available.

Lower level courses are to be completed prior to enrollment in any 
upper level courses, except for 10.1 or 10.9. Within the lower level 
courses, Financial Accounting I (B.Ad. 6.1), Quantitive Analysis (B.Ad. 6.5), and Managerial Economics (B.Ad. 6.6) should be completed or 
waived before taking Marketing Principles (B.Ad. 6.4), Managerial 
Principles (B.Ad. 6.3), or Managerial Finance (B.Ad. 6.9). Business 
Law (B.Ad. 6.8) may be taken at any time.

Any waiver of lower level courses must be done during the admission 
process. Once a student is admitted into the M.B.A. program, any 
remaining lower level courses are to be taken at Suffolk University or 
waived by the CLEP exam.

Within the upper level courses, Business Policy (B.Ad. 10.10) must be 
taken during the final semester. This course builds upon and integrates
the work of the other required upper level courses, and it is assumed that the student has taken them all or is taking the last of them concurrently with the Policy course. Note that B.Ad. 10.10 is not offered in summer sessions. Upper level required courses other than B.Ad. 10.10 may be taken in any sequence. This is also true of upper level electives, but it should be noted that many of these have a required 10-level prerequisite. See specific course descriptions for details.

**B.Ad. 6.01 Computer Competency Exam**

All entering M.B.A. candidates must demonstrate an introductory knowledge of computer hardware, software, and economic trackoffs. This requirement can be satisfied with prior appropriate undergraduate courses, or by the CLEP exam 'Intro. to Data Processing'. A non-credit seminar will be offered each semester to help prepare for the CLEP exam.

The use of the CLEP exams to waive lower level M.B.A. courses is encouraged. These exams are given during the third week of each month (except December and February) at many convenient test centers, including Northeastern University, Boston University, 20 other locations in Massachusetts, and 900 throughout the country. Each subject exam is a 90-minute multiple choice test plus, if specified, another 90-minute essay test. Applications are required three weeks before a test date. Information on the tests, center locations, and application forms are available from: the Admissions Office or the College Level Examination Program (CLEP), The College Board, Box 1822, Princeton, New Jersey 08541. (Telephone #1-609-771-7528.)

The appropriate CLEP exams for the lower level courses at Suffolk University, School of Management to the M.B.A. Program are:

<table>
<thead>
<tr>
<th>Course</th>
<th>CLEP Exam</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.Ad. 6.01</td>
<td>Computer Prerequisite</td>
</tr>
<tr>
<td>B.Ad. 6.1</td>
<td>Financial Accounting</td>
</tr>
<tr>
<td>B.Ad. 6.2</td>
<td>Managerial Accounting</td>
</tr>
<tr>
<td>B.Ad. 6.3</td>
<td>Managerial Principles</td>
</tr>
<tr>
<td>B.Ad. 6.4</td>
<td>Marketing Principles</td>
</tr>
<tr>
<td>B.Ad. 6.5</td>
<td>Quantitative Analysis</td>
</tr>
<tr>
<td>B.Ad. 6.6</td>
<td>Managerial Economics</td>
</tr>
<tr>
<td>B.Ad. 6.7</td>
<td>Applied Economics of Management</td>
</tr>
<tr>
<td>B.Ad. 6.8</td>
<td>Business Law</td>
</tr>
<tr>
<td>B.Ad. 6.9</td>
<td>Managerial Finance</td>
</tr>
<tr>
<td></td>
<td>Computers and Data Processing plus Essay Option</td>
</tr>
<tr>
<td></td>
<td>Introductory Accounting I &amp; II, plus Essay Option</td>
</tr>
<tr>
<td></td>
<td>No Exam Available</td>
</tr>
<tr>
<td></td>
<td>Introduction to Management No Essay</td>
</tr>
<tr>
<td></td>
<td>Introductory Marketing, plus Essay Option</td>
</tr>
<tr>
<td></td>
<td>Statistics, No Essay</td>
</tr>
<tr>
<td></td>
<td>Introductory Micro and Macroeconomics No Essay</td>
</tr>
<tr>
<td></td>
<td>No Exam Available</td>
</tr>
<tr>
<td></td>
<td>Introductory Business Law, No Essay</td>
</tr>
<tr>
<td></td>
<td>No Exam Available</td>
</tr>
</tbody>
</table>
### M.B.A. CURRICULUM

#### Lower Level

<table>
<thead>
<tr>
<th>Course #</th>
<th>Description</th>
<th>Cr.</th>
<th>Waiver by</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.Ad. 6.1</td>
<td>Graduate Financial Accounting</td>
<td>3</td>
<td>Principles of Accounting I &amp; II</td>
</tr>
<tr>
<td>B.Ad. 6.2</td>
<td>Managerial Accounting</td>
<td>3</td>
<td>Managerial Accounting I &amp; II***</td>
</tr>
<tr>
<td>B.Ad. 6.3</td>
<td>Managerial Principles</td>
<td>3</td>
<td>Introduction to Mgmt.</td>
</tr>
<tr>
<td>B.Ad. 6.4</td>
<td>Marketing Principles</td>
<td>3</td>
<td>Introduction to Mkt.</td>
</tr>
<tr>
<td>B.Ad. 6.5</td>
<td>Quantitative Analysis</td>
<td>3</td>
<td>Statistics</td>
</tr>
<tr>
<td>B.Ad. 6.6</td>
<td>Managerial Economics</td>
<td>3</td>
<td>**</td>
</tr>
<tr>
<td>B.Ad. 6.7</td>
<td>Applied Economics of Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>B.Ad. 6.8</td>
<td>Business Law</td>
<td>3</td>
<td>Business Law I</td>
</tr>
<tr>
<td>B.Ad. 6.9</td>
<td>Managerial Finance</td>
<td>3</td>
<td>Business Finance</td>
</tr>
</tbody>
</table>

*Waived with two courses of principles of economics (macro and micro) taken in past seven years.

**Waived if undergraduate degree is in Economics completed in past seven years or waived with course work or a degree in Business Administration, intermediate economic analysis (micro and macro) and a semester of Money & Banking if taken within the last seven years.

***Also waived by undergraduate degree in Business Administration.

#### Upper Level

<table>
<thead>
<tr>
<th>Course #</th>
<th>Description</th>
<th>Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.Ad. 10.1</td>
<td>Human Behavior in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>B.Ad. 10.3</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>B.Ad. 10.4</td>
<td>Production and Operations Management</td>
<td>3</td>
</tr>
<tr>
<td>B.Ad. 10.5</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>B.Ad. 10.6</td>
<td>Analysis of Business Decisions Under Uncertainty — Quantitative Approaches</td>
<td>3</td>
</tr>
<tr>
<td>B.Ad. 10.9</td>
<td>Business, Government &amp; Society</td>
<td>3</td>
</tr>
<tr>
<td>B.Ad. 10.10</td>
<td>Business Policy (to be taken in the last term)</td>
<td>3</td>
</tr>
<tr>
<td>Electives</td>
<td></td>
<td>9</td>
</tr>
</tbody>
</table>

Please refer to pages 84-92 for descriptions of required courses and electives.

### M.B.A. Courses

#### New Courses

**Business Administration 10.0 — Directed Individual Study.** This elective course option involves a student initiated proposal to a willing and qualified faculty member for a directed study project. Normally, this is for three credit hours, and completed during one semester. The faculty member and student must concur on a written proposal and final report. Approval by the Office of the Dean is necessary to the start of study.

**Business Administration 10.61 — Behavioral Research Methods.** This course will help the student understand how behavioral science research methods aid in the analysis of data from personnel, organizational development, and behavioral functions in business.
Emphasis will be on selected topics of statistics, experimental design, survey research, and correlation models of predictions as tools in making strategic decisions and implementing behavior-oriented strategies to improve the use of human resources. A substantial portion of the course is behavioral research methods applied to the spectrum of human resources/personnel functions: employee selection research, employee attitude surveys, productivity measurement, evaluation of training effectiveness, equal employment opportunity (EEO), discriminatory management practices, and others. The course is taught primarily at the conceptual rather than the quantitative level, but a course in introductory statistics or quantitative analysis would be desirable. **Prerequisite:** B.Ad. 10.6.

**Changes in Descriptions & Prerequisites**

**Business Administration 10.35 — Graduate Accounting for Managers.** This course is a continuation of B.Ad. 10.34 (Intermediate Graduate Level Accounting). Interpretation and application of accounting principles involving stockholders, equity, long term liabilities, problems in revaluation, fund flow, price level changes, and financial statements.

**Prerequisite Changes**

**Business Administration 6.9 — Managerial Finance.** **Prerequisites:** B.Ad. 6.1 or 6.2, Financial Accounting or Managerial Accounting.

**Business Administration 10.45 — Personal Development and Life Work Planning.** **Prerequisite:** B.Ad. 10.1, Human Behavior in Organizations.

**Business Administration 10.55 — Money and Capital Markets.** **Prerequisite:** B.Ad. 10.5, Financial Management.

**Business Administration 10.56 — Business Forecasting.** **Prerequisite:** B.Ad. 10.6, Analysis of Business Decisions Under Uncertainty – Quantitative Approaches.

**Deletions:**
The following courses will not be offered in 1981-82:

**Business Administration 10.33 — Action Research in Organizations.**

**Business Administration 10.50 — Marketing for Non-Profit Organizations.**

**Corrections:**

**Business Administration 6.2** is Managerial Accounting (formerly Financial Accounting).

**Business Administration 10.9** is now titled **Business, Government, and Society** (formerly Environmental Analysis and Strategic Planning).
Master in Public Administration Program

The MPA curriculum is concerned with a pragmatic approach to education in Public Management and Administration.

The program emphasizes and allows for the development of knowledge and expertise so that each student may perform managerial and administrative work at all levels of government or in a public service institution.

Objectives — The major objective is that each student be considered in terms of his/her potential as a public manager. The curriculum has been designed to meet the needs of the students:

... for the preparation of a career in the public service.
... for those now in public service who are interested in further study and advancement, and
... for those in not-for-profit agencies (community as well as voluntary).

The MPA Program is included on the Roster of Programs which are in conformity with National Association of Schools of Public Affairs and Administration (NASPAA) Standards for Professional Masters Degree Programs in Public Affairs and Administration as authorized by the NASPAA Executive Council.

The program accommodates both full- and part-time students, offering them a mix of day and evening classes, and on Saturday.

The MPA curriculum is a 48-credit program (16 courses) which provides graduate instruction in all areas recommended by the National Association of Schools of Public Affairs and Administration. There are eleven (11) required courses and five (5) electives. Foundation courses P.Ad. 11.15, P.Ad. 11.16, and P.Ad. 11.17 must be taken prior to other required courses. It is suggested that the other required courses be taken in numerical sequence. P.Ad. 11.10 and 11.11 should be taken close to the end of the program.
I. Required Courses

Foundations of Public Organization Administration (P.Ad. 11.15) ..........................................3
Foundations of Public Policy Analysis (P.Ad. 11.16) ....................................................................3
Foundations of Public Financial Administration (P.Ad. 11.17) ................................................3
Legal Basis of Public Management (P.Ad. 11.1) ............................................................................3
Quantitative Analysis (P.Ad. 11.2) ..................................................................................................3
Public Personnel Management (P.Ad. 11.8) ..................................................................................3
Internship in Public Management (pre-career only) (P.Ad. 11.10) ............................................3
Practicum in Public Management (pre-career only) (P.Ad. 11.10) ............................................3
Practicum Seminar in Public Management (P.Ad. 11.11) ............................................................3
Organizational Effectiveness in Government (P.Ad. 11.12) ..................................................3
Governmental and Fund Accounting (P.Ad. 11.61) ......................................................................3
Governmental Financial Administration (P.Ad. 11.62) ..........................................................3

II. Electives

Politics of the Federal Bureaucracy (P.Ad. 11.3)............................................................................3
State and Local Administration (P.Ad. 11.4)..................................................................................3
Intergovernmental Relations (P.Ad. 11.7) .......................................................................................3
Environmental Policy and Administration (P.Ad. 11.18) ............................................................3
Client and Community Relations (P.Ad. 11.9) ..............................................................................3
Analysis of Public Policy (P.Ad. 11.13) ............................................................................................3
Individual Study (P.Ad. 11.14).............................................................................................................3
Public Sector Labor/Management Relations (P.Ad. 11.19) ..........................................................3
Administrative Strategies of Grants-In-Aid (P.Ad. 11.21) ..........................................................3
Governmental Context for Public Administration (P.Ad. 11.22) .............................................3
Communication in the Public Sector (P.Ad. 11.23) ......................................................................3
Human Services Integration (P.Ad. 11.33) .................................................................................3
Public Management Information Systems (P.Ad. 11.41) ............................................................3
Financing State and Local Government (P.Ad. 11.63) ..........................................................3

Students not taking P.Ad. 11.10 will enroll in a sixth elective.

Required Courses

(Frequency and scheduling of courses subject to change)

Public Administration 11.1 — Legal Basis of Public Management. Review and development of basis for administrative practice. Legal interpretation of statutes, regulations, and proposed legislation with an impact on public administration. 1 term – 3 semester hours. Offered each semester and summer.


Public Administration 11.8 — Public Personnel Management and Organized Labor in the Public Sector. Detailed study of three styles of personnel management: patronage, merit (civil service), and union management in the public sector. Concepts for the evaluation of organizational effectiveness as well as the effectiveness of public employees will be considered. Theoretical and practical bases of legitimacy and power. Stress on collective bargaining. 1 term – 3 semester hours. Offered each semester.
Public Administration 11.10 — Internship in Public Management. A one-semester internship for those students without professional experience in government service or in private organizations working with the government. The internship will form the basis for P.Ad. 11.11 which must be taken concurrently. 1 term – 3 semester hours. Offered each semester and summer. It is recommended that this course be taken towards the end of your course work.

Public Administration 11.11 — Practicum Seminar in Public Management. Using the student's professional experience in government service or in private organizations working with government, an analysis and interpretation of the problems in public management will be carried out. Relationship of that experience to widely accepted concepts in public administration and management, the behavioral tradition in social science, and normative concepts will be reviewed. Students without the required professional experience must take P.Ad. 11.10 concurrently. 1 term – 3 semester hours. Offered each semester.


Public Administration 11.15 — Foundations of Public Organization Administration. The structures, functions, and processes of government organizations at various levels — federal, state, regional, and local — will be examined. Students will explore the historical trends and political rationale for the present operations of the public sector. A review of research methods, techniques, and tools will be done, including identification of information sources and communication formats. 1 term – 3 semester hours. Offered Fall Term, Spring Term.

Public Administration 11.16 — Foundations of Public Policy Analysis. This course covers the process of policy formation and elementary techniques of policy analysis. Using the basic principles of public administration as a starting point, a framework for understanding policy as the input as well as the output of the governmental system is developed. Basic models of policy formation and basic principles of public administration are combined to form the framework for the analysis. Descriptive statistics and elementary techniques of economic analysis are used to study a policy which is under current public discussion. 1 term – 3 semester hours. Offered Fall Term, Spring Term.

Public Administration 11.17 — Foundations of Public Financial Administration. This course covers the basic principles and concepts of public sector financial administration. Financial record keeping, statement preparations, resource allocation, and budget cycle are covered as they are to be found in the public sector. The relationship of governmental revenues and expenditures on the federal, state, and local levels are considered in the light of differing fiscal policies. The objective is to provide an understanding of the basic precepts of the fiscal management of governmental units. 1 term – 3 semester hours. Offered Spring Term, Summer Term. Recommended Prerequisites: P.Ad. 11.15 and P.Ad. 11.16.

P.Ad. 11.61 — Governmental and Fund Accounting. A comprehensive study of fund procedures and cost determination techniques for governmental units and other non-profit entities. Prerequisite: P.Ad. 11.17. 1 term – 3 semester hours. Offered each semester and summer.
Public Administration 11.62 — Governmental Financial Administration. An overview of federal, state, and local governmental budgetary principles and practices. The budgetary process, cycle, and system of each will be examined. Prerequisite: P.Ad. 11.17. 1 term – 3 semester hours. Offered each semester and summer.

Electives

Public Administration 11.3 — Politics of the Federal Bureaucracy. Exploration of administrative practice of the federal government based on the theory and history of its development. Detailed examination of major federal activities and practice in one of four areas such as defense, labor, housing, civil service, health, education, and welfare. 1 term – 3 semester hours. Offered Fall Term.

Public Administration 11.4 — State and Local Administration. Theoretical and empirical review of the role of state and local government and the impact on administrative practice. Analysis of impact of governmental structural change and management practice in various geographical and functional areas. Impact of population growth and shifts on service delivery, and introduction of new demands and technologies on management structures will be explored. Detailed review of history and development in one or more policy areas of public management activity. Prerequisite: P.Ad. 11.15 and 11.16. 1 term – 3 semester hours. Offered Fall Term.

Public Administration 11.7 — Intergovernmental Relations. Review of patterns of intergovernmental funding and administration. Special emphasis on techniques of intergovernmental grant program funding and administration. Emerging patterns of intergovernmental relations. Issues such as Regionalism, Program Mandates, and Resource Management will be explored. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.9 — Client and Community Relations in Public Administration. The relationship between human service agencies, their clients, and the community. The historical background of the current situation will be reviewed. Cases of successful and unsuccessful relationships and interventions by governmental agencies. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.13 — Analysis of Public Policy. An interdisciplinary conceptual/analytical inquiry into the content and techniques associated with ongoing public policy decision making. Includes applied field research, and computer/statistical processing of survey data. Prerequisites: P.Ad. 11.15, 11.16, and 11.2. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.14 — Individual Study. Directed study or research. Offered each semester and summer.

Public Administration 11.21 — Administrative Strategies of Grants-in-Aid. The labyrinth of federal and private grants-in-aid will be examined. The course will stress the understanding and skills needed in locating a grant source, how to obtain funds, grant preparation, how to program and manage a grant. Recommended Prerequisites: P.Ad. 11.3 or 11.7, 11.17, 11.61, and 11.62. 1 term – 3 semester hours. Offered Fall Term and Summer.

Public Administration 11.22 — Governmental Context of Public Administration. An analysis of the institutional and behavioral dynamics within federal, state, regional, and local governments with concentration on improving the internal operations. Systems approach to resource, policy, and program management using case study. 1 term – 3 semester hours. Offered annually.
Public Administration 11.23 — Communication in the Public Sector. Techniques and directives related to communication processing; both interpersonal communication and high speed information flow will be examined. Communication skills, styles, and strategies will be stressed through the use of all forms of media. The role of Information Officers in the public sector and public affairs managers in the private sector will be examined and contrasted. The management of public documents and the issues involved in “Sunshine Laws” and Privacy Acts will be included. 1 term – 3 semester hours.

Public Administration 11.33 — Human Services Integration. An overview of the major characteristics of and trends in the planning, delivery and management of human services explored in the context of the public and private sectors. Particular attention to the service integration movement, and to selected issues, such as deinstitutionalization. 3 credits. 1 term – 3 semester hours. Offered Fall Term.

Public Administration 11.41 — Public Management Information Systems. This course examines systematic approaches to the management of data and information and its integration into governmental operations. Emphasis will be on the analytic skill and expertise needed for use of PMIS as a decision-making system and on the role of the manager. 1 term – 3 semester hours. Offered Spring Term.

Public Administration 11.63 — Financing State and Local Government. In this course we shall review the macroeconomics of the political economy and their interrelationships: federal, state, and local. Within this frame of reference the management of state and local financial administration will be analyzed. Stressed will be the analysis of the revenue, taxation, and borrowing functions. Prerequisites: P.Ad. 11.17, 11.61, and 11.62. 1 term – 3 semester hours. Offered Fall Term.

Public Administration 11.50 — The U.S. Health System. An introduction to the health system, its origins, its components, how they are organized and interrelate; determinants of health and disease; the role of professions, institutions, consumers, and government; landmark legislation; and societal responses to the system. Offered annually. 1 term – 3 semester hours.

Public Administration 11.51 — Health Financial Management. An investigation and analysis of the financing of health care delivery and the related problems in the financial management of health care institutions. Topics include: cost-funding concepts; reimbursement alternatives; budgeting principles; financial consideration in certificate of need, planning and governmental rate-setting; cost-containment strategies; health insurance trends. Offered annually. 1 term – 3 semester hours.

Public Administration 11.52 — Health Politics and Law. An analytical investigation of the structural and functional aspects of the legal, institutional, and political factors which condition the character of the American health care industry, the role of the health care manager, the legislative process, administrative policymaking, and national trends related to political parties, and interest groups. Topics in health care law include medical malpractice, informed consent, confidentiality of patient information, health care liability, and administrative law. Offered annually. 1 term – 3 semester hours.

Public Administration 11.53 — Health Systems Analysis and Planning. This course deals with the application of analytical concepts, information systems, and planning processes to representative aspects of health services management. Readings, cases, and projects will examine how relevant quantitative and judgmental models can effectively aid in the analysis, planning, control, and evaluation of various health institutions and agencies. Offered annually. 1 term – 3 semester hours.
Master in Public Administration
Executive Program

Commencing in the Fall of 1981 Suffolk University's School of Management will offer an Executive MPA Program. The program is open to men and women with five years of managerial experience in the public or private sector. It will meet exclusively on Saturday.

Participation will be limited to small groups of 25. The program is designed to:
• accommodate men and women who are pursuing a career in public service
• for those preparing for increased responsibilities in public management
• for those unable to attend day or evening classes during the week, and
• for those interested in earning a MPA degree without interrupting his or her professional career.

New classes will be admitted each October.

Classes for the Executive MPA program will meet all day Saturday for four, eleven week quarters. Students will take two courses each quarter, one in the morning from 8:45 a.m. to 12:30 p.m. and a second during the afternoon from 1:15 p.m. to 5:00 p.m.

Admission in the Executive MPA Program is open to qualified men and women holding a bachelor's degree from a regionally accredited United States College or University or from a recognized foreign institution of higher education.

Application for admission requires the following:
1. completed application form
2. transcripts from all colleges/universities attended
3. two letters of recommendation
4. typewritten statement concerning interest in the Executive MPA program
5. current resumé

Application deadline for consideration for October: August 15.

For a description of MPA courses and curriculum see pages 122-126 in this Bulletin Supplement. Requirements, courses and curriculum for the Executive MPA Program are the same as those for the regular MPA Program.
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*Sabbatical Leave, Spring 1982.*
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Eileen Schell, Secretary, Executive Office of Consumer Affairs, Commonwealth of Massachusetts, Boston

Roger J. Twyman, Director, Regional Training Center, U.S. Office of Personnel Management, Boston

TERMS EXPIRING JUNE, 1983

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Michael J. Daly, Executive Deputy Commissioner, Department of Education, Commonwealth of Massachusetts, Boston

James Fish, State Librarian, Commonwealth of Massachusetts, Boston

John F. Kendrick, Town Clerk, Brookline

Richard A. Manley, President, Massachusetts Taxpayers Foundation, Boston

Sandra G. Munsey, Personnel Management Specialist, Department of Transportation/Transportation Systems Center, Cambridge

Judith H. Robbins, Councillor-At-Large, Municipal Council, Attleboro

Richard P. Rust, Executive Director, Federal Regional Council of New England, Boston
Professional Accountancy Advisory Council

Thaddeus Buczko, Judge, Salem Probate Court, Salem
Paul Cloonan, Wolf and Company, Boston
William Curley, Arthur Andersen & Company, Boston
John Gruner, Deloitte, Haskins & Sells, Boston
John Harrington, Director of Office Management Information Systems, Office of Administration and Finance, Commonwealth of Massachusetts, Boston
Peter Hood, Arthur Young & Company, Boston
Frederick Layton, U.S. General Accounting Office, Boston
Paul Moonves, Director of Personnel, Alexander Grant and Company, Boston
Robert Morrissey, Controller, Stop & Shop, Boston
Corine Norgarrd, Department of Accounting, School of Business Administration, University of Connecticut, Storrs
Kevin F. Wall, Comptroller, Massachusetts Port Authority, Boston

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Michael Rubino, Director of Career Planning & Placement, Suffolk University, Boston
Benson Diamond, Acting Chairperson, Accountancy Department, School of Management, Suffolk University

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Frances Burke

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Benson Diamond
Thomas O'Hara
Michael Arthur
Lillian Little
Andre Courchesne
Wandwossen Kassaye
Michael Lavin
Harold Stone
Assistant Deans Scricco and Sundberg
James Coleman, Assistant College Librarian
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Harold Stone
Roger Volk
Anthony Eonas
Roger Shawcross
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Joseph Vaccaro
Charles Davis, Chair
Assistant Dean Scricco
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David Wheeler
David Rissmiller
Chung-sik Chang
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Daniel Sankowsky
David Breyer
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Benson Diamond (1983)
Joel Corman (1984)

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K. C. Tseng
Roger Shawcross
Wallace Feldman
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David Cirillo (1982)
Joel Corman (1983)
Don Levitan (1984)

EPC
John Armstrong
Demir Yener
Howard Aucoin
David Wheeler
Donald Levitan

Other
Demir Yener — Committee on Academic Computing
Lee Sutherland — Faculty Secretary
FACULTY STANDING COMMITTEES FOR 1981-1982

Committees of the Office of the President

Alumni Relations:
Chairperson: Dr. West. Members: Mr. Connelly, Dr. Clark, Dr. W. Feldman, Mr. J. D. McCarthy, Mr. Kindregan, Dr. S. Mahoney, Dr. Shatkin, Dr. Webb, and Mr. Jones.

Community Relations:
Chairperson: Mr. Connelly. Members: Dr. F. Burke, Dr. Clark, Mr. Maleson, Mr. Parks and Mr. Stefaney.

Heritage Committee:
Chairperson: Dr. Robbins. Members: Mr. Amidon, Ms. Brown, Dr. Cavanagh, Mr. Connelly, Mr. Griffith, Dr. Hartmann, Dr. Hughes, Mr. Jones, Mr. Maelson, Dr. McCarthy, Dr. Snow, Dr. Strain, Dr. Vogel, and Dr. West.

Long Range Planning:
Chairperson: Associate Dean Strain. College of Liberal Arts and Sciences Members: Dr. Bonaventura, Dr. Elmusa, Dr. W. Johnson, Dr. Raben, Dean Ronayne, Dr. Sullivan, Dr. Unger, Dr. Wetherbee, and Dr. Wilkins. School of Management Members: Dr. Briggs, Dr. F. Burke, Dean McDowell, and Mr. Slater. Law School Members: Mr. Callahan, Mr. Maleson, and Dean Sargent.

Trustees Joint Council on University Affairs:
Chairperson: President Perlman. Members: Trustees Antonelli, Corcoran, Fulmer, Hambelton, Linnehan, Smith and Zohn, Deans McDowell, Ronayne, and Sargent. Members elected by the Faculty: Two each from the College of Liberal Arts and Sciences, Law School and School of Management.

Joint Committees of the College of Liberal Arts and Sciences and School of Management

Joint Council on Student Affairs:
Chairperson: Dean Sullivan. Members: Deans McDowell and Ronayne, Associate Dean Strain, and Ms. Williams. Eight faculty representatives (elected annually), President of Student Government, Editor of the Suffolk Journal. One student representative each from the Freshman, Sophomore, Junior and Senior classes, and one from the Evening Division Student Association.

Students Accredited to Committees of The Suffolk University Board of Trustees

School of Management Committee:
Students accredited to meet with the Committee: Two graduate students designated by the M.B.A. Association; Member, Evening Division Student Association. One member chosen by the President of the Suffolk University Chapter of the American Marketing Association, the Society for the Advancement of Management and the Accounting and Finance Club.
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Note: The calendar is displayed in a 3x3 grid for each month, showing the days of each week from Sunday (S) to Saturday (S).
<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
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<tr>
<td>August</td>
<td>31</td>
<td>Monday-Tuesday Registration for New Students</td>
</tr>
<tr>
<td>September</td>
<td>8</td>
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<tr>
<td></td>
<td>7</td>
<td>Monday Labor Day Holiday</td>
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<td></td>
<td>9</td>
<td>Wednesday Evening classes (4:30 p.m. and later) convene</td>
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<tr>
<td></td>
<td>10</td>
<td>Thursday Day classes convene</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Friday Last day for Non-Degree student admission and for late registration</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>Wednesday Last day for course changes</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>Wednesday Last day for filing application for Spring and Summer final make-up examinations</td>
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<tr>
<td>October</td>
<td>3</td>
<td>Saturday Executive MBA Fall classes convene</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Monday Columbus Day Holiday</td>
</tr>
<tr>
<td></td>
<td>20-21</td>
<td>Tuesday-Wednesday Spring and Summer final examination make-up</td>
</tr>
<tr>
<td>November</td>
<td>2</td>
<td>Monday Last day to apply for February graduation</td>
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<td></td>
<td></td>
<td>Last date for withdrawal without penalty of &quot;F&quot; grade</td>
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<tr>
<td></td>
<td>10</td>
<td>Tuesday Wednesday classes (day and evening) meet on Tuesday to make up for holiday. Tuesday classes and Activity Period cancelled.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Wednesday Veterans Day Holiday</td>
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<tr>
<td></td>
<td>25-29</td>
<td>Wednesday-Sunday Thanksgiving recess begins 1:00 p.m. Wednesday, November 25 through Sunday, November 29</td>
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<tr>
<td>December</td>
<td>30</td>
<td>Monday-Friday Spring 1982 Pre-Registration for students currently attending</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td></td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Tuesday Last classes for Fall semester</td>
</tr>
<tr>
<td></td>
<td>16-22</td>
<td>Wednesday-Tuesday Fall semester final examinations</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>Saturday Last day of class, Executive MBA</td>
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<td></td>
<td>23</td>
<td>Wednesday Winter vacation Wednesday, December 23 through Sunday, January 10, 1982</td>
</tr>
<tr>
<td></td>
<td>30</td>
<td>Wednesday Faculty submit Fall grades</td>
</tr>
</tbody>
</table>
### SPRING SEMESTER 1982

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>January</td>
<td>9 Saturday</td>
<td>Executive MBA Winter classes convene</td>
</tr>
<tr>
<td></td>
<td>11-14</td>
<td>Registration for New Students</td>
</tr>
<tr>
<td></td>
<td>15 Friday</td>
<td>Martin Luther King Birthday Holiday</td>
</tr>
<tr>
<td></td>
<td>16 Saturday</td>
<td>Saturday classes convene</td>
</tr>
<tr>
<td></td>
<td>18 Monday</td>
<td>Day and evening classes convene</td>
</tr>
<tr>
<td></td>
<td>22 Friday</td>
<td>Last day for Non-Degree student admission and last day for registration</td>
</tr>
<tr>
<td></td>
<td>29 Friday</td>
<td>Last day for course changes and Last day for filing application for Fall final make-up examinations.</td>
</tr>
<tr>
<td>February</td>
<td>15 Monday</td>
<td>Washington's Birthday Holiday</td>
</tr>
<tr>
<td></td>
<td>16 Tuesday</td>
<td>Monday classes (day and evening) meet on Tuesday, February 16, to make up for holiday. Tuesday classes and Activity Period cancelled.</td>
</tr>
<tr>
<td></td>
<td>16-17</td>
<td>Fall final examination make-up</td>
</tr>
<tr>
<td>March</td>
<td>1 Monday</td>
<td>Last date to apply for June graduation</td>
</tr>
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<td></td>
<td>15 Monday</td>
<td>Last date for withdrawal without penalty of &quot;F&quot; grade</td>
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<td></td>
<td>17 Wednesday</td>
<td>Evacuation Day Holiday</td>
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<tr>
<td></td>
<td>20 Saturday</td>
<td>Last day of class, Executive MBA</td>
</tr>
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<td></td>
<td>21-28</td>
<td>Spring Vacation</td>
</tr>
<tr>
<td>April</td>
<td>3 Saturday</td>
<td>Executive MBA Spring classes convene</td>
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<td></td>
<td>12-16</td>
<td>Faculty course advising for students continuing in the Summer Session</td>
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<td></td>
<td>19 Monday</td>
<td>Patriots' Day Holiday</td>
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<td>20-23</td>
<td>Summer 1982 Pre-Registration for students currently attending</td>
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</tbody>
</table>
April 26 -

May 7 Monday-Friday Fall 1982 Pre-Registration for students currently attending
8 Saturday Last classes for Spring semester
10-15 Monday-Saturday Final examinations
19 Wednesday Faculty submit Spring grades
31 Monday Memorial Day Holiday

June 12 Saturday Last day of classes, Executive MBA
13 Sunday Commencement Day

SUMMER SESSION 1982
(Tentative Dates)

May 17 - June 25 First Six-Week Session Commences
May 17 - July 2 First Seven-Week Evening Session Commences
July 6 - August 13 Second Six-Week Session Commences
July 6 - August 20 Second Seven-Week Evening Session Commences

EXECUTIVE MBA PROGRAM
Calendar of Classes (1981-1982 Academic Years)

Summer 1981: Session I
July 11, 1981 Commence
September 19, 1981 End of Session

Fall 1981: Session II
October 3, 1981 Commence
November 28, 1981 Thanksgiving Holiday
December 19, 1981 End of Session

Winter 1982: Session III
January 9, 1982 Commence
March 20, 1982 End of Session

Spring 1982: Session IV
April 3, 1982 Commence
June 12, 1982 End of Session
To Boston & Suffolk University

As a commuter institution, Suffolk University urges students to use public transportation whenever possible. The University is located adjacent to the Massachusetts State House and near the “New Boston” Government Center, only a short walk from MBTA subway stations at Park Street, Government Center, Bowdoin, North Station, and Charles Station. It is also readily accessible by major bus lines and railroads.

Students who must commute by automobile may park at a reduced rate upon presentation of a stamped parking ticket at the Charles River Plaza Garage and Boston Common Garage.

Persons traveling by car to Suffolk from outside of Boston should use the following directions:

From the South — Southeast Expressway to the Causeway Street exit; Causeway Street to Staniford Street; right onto Cambridge Street to a public parking garage adjacent to Holiday Inn.

From the North — Expressway south to Haymarket Square exit; Government Center Garage at exit, or take New Chardon Street to Cambridge Street; right on Cambridge to public parking garage.

Suffolk University
1. Archer Building
2. Donahue Building
   Law School
3. Student Activities Ridgeway Building
4. 56 Temple Street
5. Fenton Building
   College of Liberal Arts and Sciences
6. Ashburton Place Building
   School of Management,
   Admissions, Financial Aid, Accounting,
   Registrar, Personnel, Placement, Public
   Relations, Alumni, Development Library, Cafeteria
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